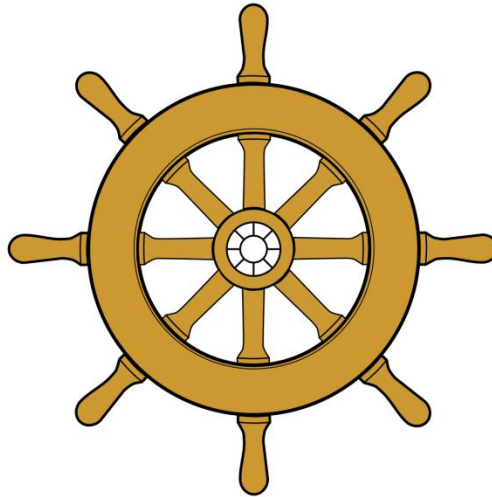


“The Wheels of the Ship”



Steering Morale and Morals
in the Right Direction

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Purpose of Discussion

- Understand the Morale Curve and protective factors to boost morale
- Implement proactive positive leadership to positively influence those we lead
- Develop conflict resolution knowledge, skills, abilities and tools to improve relationships and quality of life while at sea

The Morale Curve

“Keeping a Steady Strain”



Moral and Morale

- If you are trying to make individuals behave you are regulating morals, if you are trying to keep their spirits up you have to regulate morale. “**Moral**” is accented on the first syllable and “**Morale**” is accented on the second syllable.

Moral and Morale Defined

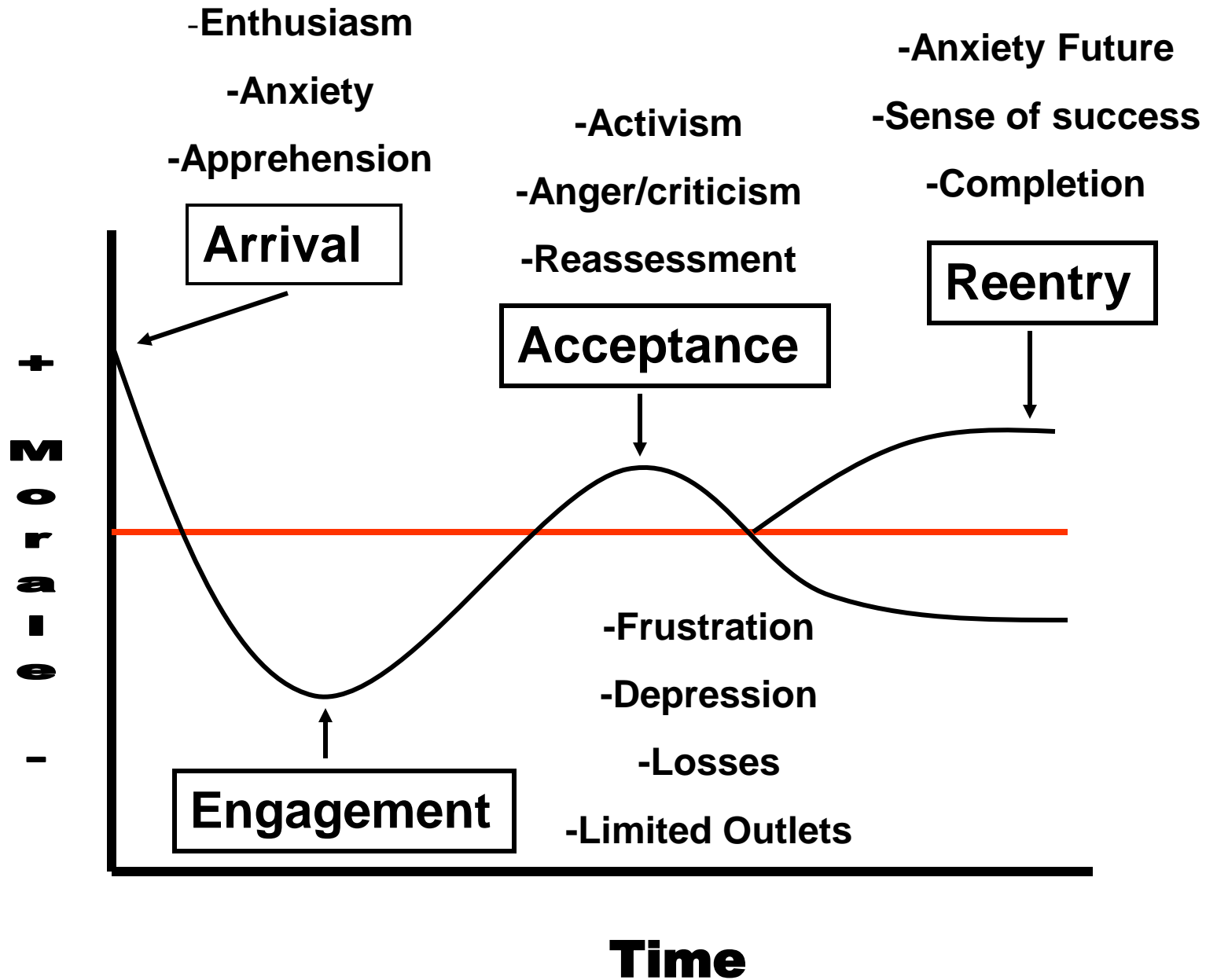
- **Moral**: of, pertaining to, or concerned with the principles or rules of right conduct or the distinction between right and wrong; **right actions**.
- **Morale**: emotional or mental condition with respect to cheerfulness, confidence, zeal, etc., esp. in the face of opposition, hardship, *esprit de corps*- **right attitudes**.

Clausewitz: Moral and Morale

- Clausewitz wrote “the moral elements are among the most important in war” (Clausewitz, p. 184). Clausewitz understood the moral factors to include morals, spiritual forces, cognitive and emotional processes, morale, philosophical and the psychological dimensions of war.
- Clausewitz differentiated between the material and immaterial, the tangible and intangible, the physical and psychological dimensions of war. He illustrated this by noting **“One might say that the physical seem little more than the wooden hilt or handle [of a sword], while the moral factors are the precious metal, the real weapon, the finely honed blade”** (Clausewitz, p. 185).

Morale Curve

- **Dr. W. Menninger**, in research conducted throughout the 1950s, identified the morale curve as a predictable emotional cycle people go through. Based on studies of the volunteer US Peace Corps, his work readily transfers to the military where we see similar cycles occur. This has important implications for leaders and supervisors during deployment.



Arrival Stage: Pre and Initial Phase of Deployment- work ups and first month.

- **Arrival** is the initial phase of an event - the honeymoon phase. Morale is high and people have high expectations about how everything is going to be. They're potentially excited about the opportunity, looking forward to new experiences; as well as having mixed emotional states.
- Potential Emotional States: enthusiasm, anxiety, apprehension

(Crisis of) **Engagement:**

Deployment Second Month

- The **engagement** phase is when individuals realize things are not as expected and morale can plummet. Reality is discovered to be different from anticipation. During this stage people often tend to get disgruntled, even angry. They may start blaming others for what's happening, even though it's nothing to do with them and out of their control.
- Potential Emotional States: frustration, depression, losses, limited outlets

Acceptance: Working Phase of Deployment

Second thru Fifth Month

- The **acceptance** phase people take responsibility for their own lives. Their morale is raised with the discovery that they are responsible for ourselves and can have an influence on their circumstances and environment, by making one of two choices:
 1. accept things the way they are;
 2. change behavior, attitudes, approaches to work, and reactions to circumstances
- With acceptance, people are empowered to make choices that will result in the outcomes they're looking for.
- Potential Emotional States: activism, anger/criticism, reassessment

Re-entry: Redeployment Phase Sixth and Seventh Month

- **Re-entry** is when the individual decides whether to stay on mission and finish strong or become complacent and lose focus of mission and job.
- Morale can soar or sour during this phase.
- Potential Emotional States: anxiety regarding future, sense of success, completion

Confounding Morale Factors

- Slow mail and email
- Rest- sleep deprivation
- Food e.g. quality, long lines
- Inter-service problems
- Intra-departmental issues e.g. watch standing and additional duties
- Personal problems
- Decommissioning e.g. orders
- Negative reactive leadership and management
- Prolonged monotonous days at sea with limited or no port calls

Protective Factors

- Unit cohesion: *esprit de corps*
- Positive proactive Leadership
- Religious and Spiritual Support
- Medical
- Constructive Outlets: e.g. exercise, MWR, port call, USO visit
- IT access and TV

Living by our Core Values

- Core Values increase morale
- Core Values increase unit cohesion
- Core Values increase productivity
- Core Values increase self-esteem

Proactive Positive Leadership

Developed from John Maxwell's
Developing the Leader in You

What is Leadership

- Leadership is the art and science of influence.
- Everyone is a leader.
- Some leaders are born to be leaders but most individuals can learn to be leaders or better leaders.

The Five Levels of Leadership

5

Personhood: Respect- People follow because of who you are and what you represent. This step is reserved for leaders who have spent years growing people and organizations. Leaders are bigger than life.

4

People Development: Reproduction- People follow because of what you have done for them. This is where long range growth occurs. Your commitment to developing leaders will ensure ongoing growth.

3

Production: Results- People follow because of what you have done for the organization. This is where success is sensed by most people. Problems are fixed with very little effort because of momentum.

2

Permission: Relationships- People follow because they want to. People will follow you beyond your stated authority. Still you need to move upward or highly motivated individuals become restless.

1

Position: Rights- People follow because they have too. Your influence will not extend beyond the line of your job description. The longer you stay here the higher the turnover and the lower the morale.

Level 1: Position

- Know and do your job better than everyone
- Know the history of your organization
- Relate your organizations history to current mission
- Accept responsibility
- Be accountable for attitudes and actions
- Exceed the expected, inspect what you expect
- Seek creative solutions to problems
- Strive to improve morals and morale

Level 2: Permission

- Possess a genuine love for people
- Make those who work with you more successful
- See through other people's eyes
- Do “win-win-win” not “win-lose”
- Include others in decision making
- Under-react to negative situations and deal with others wisely and with a cool head

Level 3: Production

- Initiate and accept responsibility for growth
- Develop and follow SOP's and mission statements
- Use your positive energy for achieving the mission
- Develop accountability for those you lead and hold yourself and others accountable
- Make difficult decisions that will make a difference
- Be a positive change agent
- Know and do things to increase morale

Level 4: People Development

- Realize that leadership is about followership and developing the leaders around you makes you more successful as a leader
- Be a role model leader
- Expose growing leaders to challenges
- Allow your leaders to make decisions
- Set common goals that are reasonable, realistic and shared
- Surround yourself with good people and growing leaders

Level 5: Personhood

- Your followers are loyal and sacrificial
- You mentor others and model leadership
- You are an ambassador for your organization
- Your joy comes from seeing others and your organization succeed
- Your attitude and actions transcend and permeate the organization

Conflict Resolution

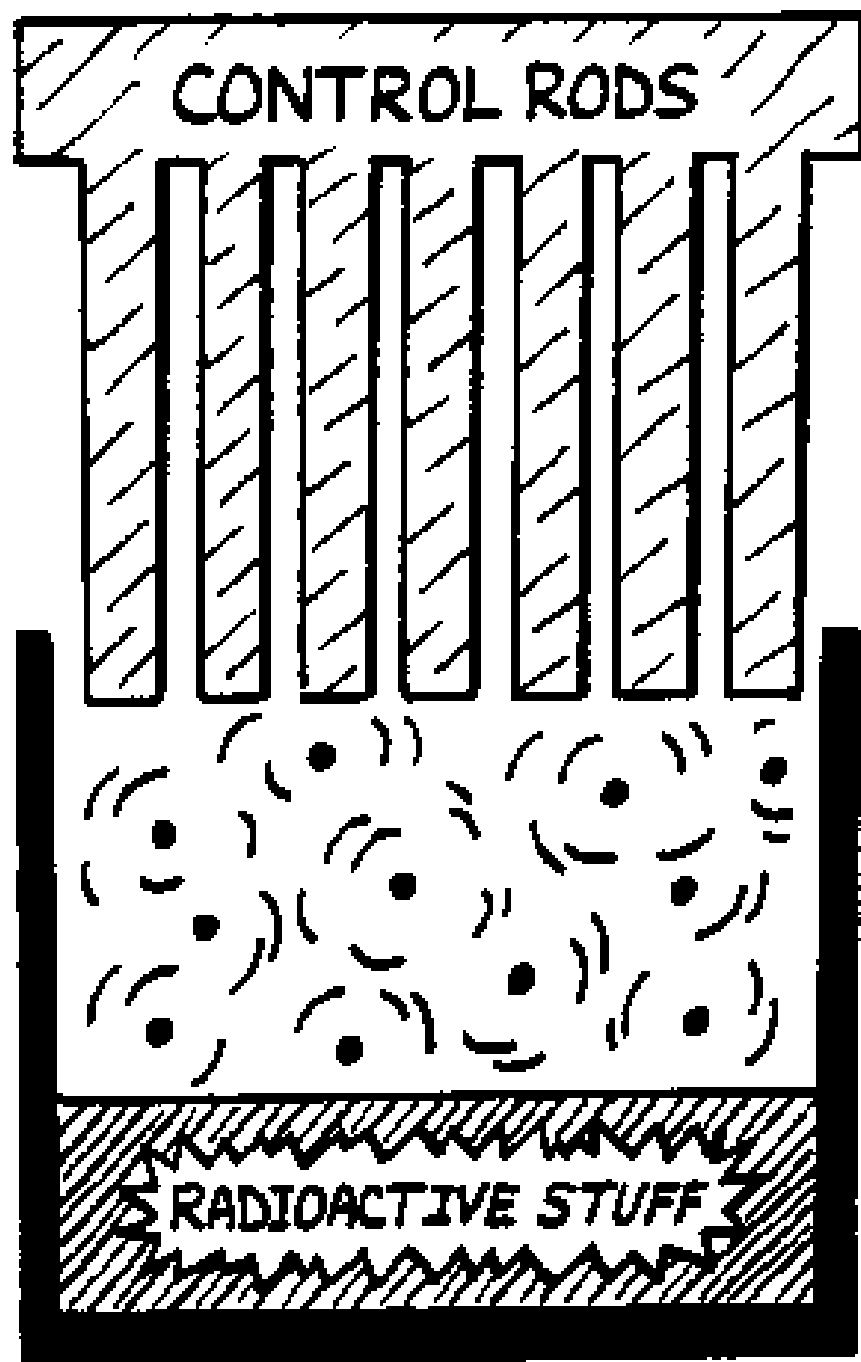
Conflict is Inevitable

- Close quarters
- Environmental factors
- Personality clashes
- Not all conflict is bad- scheduling conflict, some conflicts of interests, conflict of personal views
- How you resolve conflicts determines the satisfaction of your relationship

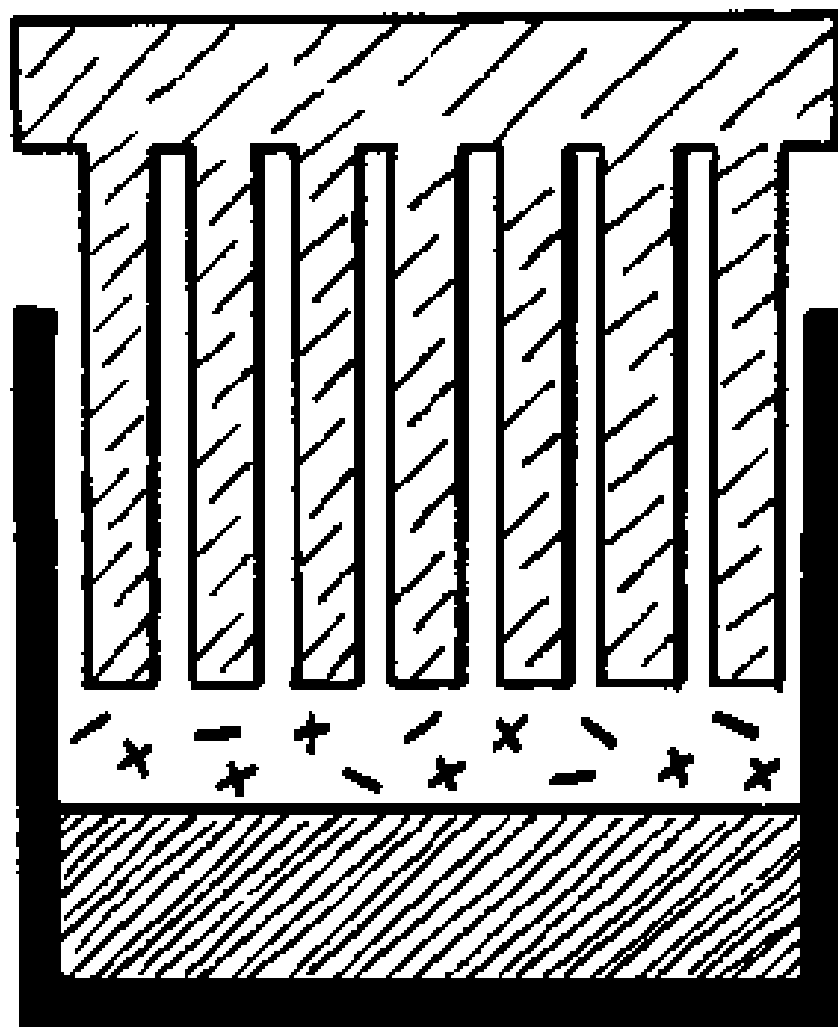
Conflict Resolution

- Safe, structure, communication is the key to conflict resolution

Reactor Theory



*LESS STRUCTURE
MORE HEAT*



*MORE STRUCTURE
LESS HEAT*

RAGNAR STORAASLI

Thank you

Questions?